



Technical Assistance Facility Manual

MAY 2026



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Introduction

A Technical Assistance Facility (TAF or Facility) is established to support, coordinate, and oversee the provision of Technical Assistance (TA) to the portfolio companies of a Fund Manager.

The purpose of a TAF Manual is to set out the overall framework, processes, structure, and governance arrangements of the TAF. The Manual aims to ensure clarity, consistency, and alignment between the TAF Manager and current and potential funders with respect to the operationalisation of the TAF.

The TAF Manual does not replace the need for complementary documentation. Additional materials may include, but are not limited to, a TAF budget, pipeline of TA-eligible projects, an Impact Framework, and other relevant operational or reporting documents.

This TAF Manual Template is intended to support Fund Managers in developing their own TAF manuals. Use of the template is not mandatory; Fund Managers may adapt it as appropriate to their specific context or use it selectively where it adds value.

The template will be updated periodically to reflect emerging evidence and good practice on how TA can most effectively strengthen portfolio companies and enhance development impact.

How to read this Manual Template

This Manual Template is designed as a practical tool for TAF Managers and other stakeholders involved in TAFs. It contains two main types of content:

- **Instructions:** Instructions are presented in the Manual Template as the main body text. This text is supposed to be removed from the template and replaced with TAF-specific information. For instance, the instruction “Describe the fund(s) which the TAF will support.” should be replaced with details on the specific fund by the TAF Manager.
- **Guidance Notes:** These offer helpful tips, best practices, and “nice-to-have” suggestions to enhance your approach. Guidance notes are presented as comment bubbles within each section for easy identification. When guidance notes appear inside tables, they are written in italics to distinguish them from standard content.

Commented [FMO1]: Guidance notes for TAF Managers:

This is an example of how a guidance note looks like. For some preliminary guidance, here are some tips on how to read the manual:

- *Use the instructions as your primary reference for mandatory steps and procedures.*
- *Refer to the guidance notes for additional context, practical advice, and ideas to tailor processes to your facility's needs.*

Glossary

0% Loan
Beneficiary
Contracting
Disbursement Schedule
Facility Cycle
Financial Instruments
Fund Manager
Funder
Governance
Grant
Impact Officer
Overhead Fee
Portfolio Company
Procurement
Project
Project Approval Committee
Project Cycle
Results Chain
Revolving Grant
Service Provider
Shared Services
Steering Committee
Technical Assistance (TA)
TA Facility (TAF)
TA Impact Theme
TA Instrument
TA Modality
TA Project Type
TAF Manager
Theory of Change (ToC)

[Fund name]

Technical Assistance Facility Manual

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[Fund Name] Summary

Describe the fund(s) which the TAF will support. Include information on the investment strategy, target portfolio companies, ticket size and instruments, country/sector focus, etc.

TAF Summary

TAF Name	<ul style="list-style-type: none"> Include the relation between the fund and the TAF
Objective	<ul style="list-style-type: none"> Objectives of the TAF and who it serves How is the TAF complementary to the fund
Funding and Size	<ul style="list-style-type: none"> Total TAF size Breakdown of contributions from all funders Cost-share expectation from portfolio companies Timeline of the TAF
Uses	<ul style="list-style-type: none"> Summarise the categories of TA the Facility will focus on See Section "TAF Activities and Eligibility"
Management	<ul style="list-style-type: none"> Outline the key stakeholders who will be managing the Facility
Governance	<ul style="list-style-type: none"> Outline how the Facility will be governed See Section "Governance"

Commented [FMO2]: Guidance notes for TAF Managers:

The set up of a TAF can be drawn from **past learnings** of both the fund and funders.

- Draw on insights from previous TA projects or TAFs managed by the fund.
- Incorporate funders' experiences with TAFs and TA in similar sectors or themes.

TAF Beneficiaries

Describe **target beneficiaries (including geographical focus)**, and the intended impact of the TAF on these parties.

TAF Activities and Eligibility

First, describe the **TAF Principles**. These principles are a set of foundational guidelines that align the vision of all key stakeholders, and shape how TA activities are designed and delivered.

Describe here the different activities that the TAF will undertake.

- Include a breakdown of how these activities could be categorised according to 'TA Project Type', 'TA Impact Theme' 'TA Modality' and 'TA Instrument'.

TA Project Type	<ul style="list-style-type: none"> Broader types of activities the TAF will offer. <i>This could include pre-investment TA, post-investment TA, or broader ecosystem activities.</i>
TA Theme	<ul style="list-style-type: none"> Breaks down the activities of the TA Project Type. <i>For example, a TAF could aim for 'post-investment' activities to be split between a. Core business activities, b. Enhanced Impact activities (projects that aim to</i>

Commented [FMO3]: Guidance notes for TAF Managers:

Beneficiaries can include:

- Portfolio companies
- Pipeline companies
- End-beneficiaries in the supply chain
- The wider ecosystem
- Other parties that directly benefit

TAF Managers, in consultation with funders, should identify the appropriate beneficiary or beneficiaries. These may be:

- **Multiple:** e.g., initiatives to strengthen climate resilience across investee value chains and support business development needs.
- **Singular:** e.g., addressing ESG/compliance requirements or specific business development priorities of specific portfolio companies.

Commented [FMO4]: Guidance notes for TAF Managers:

Some examples of TAF Principles include:

- **Stakeholder-Centred:** Ensure activities improve outcomes for key stakeholders—portfolio company beneficiaries, employees, founders, funders, and the Fund Manager.
- **Sustainability:** Prioritize actions that drive long-term, sustainable impact and business performance.
- **Complementarity:** Avoid duplicating existing efforts; instead, complement them by leveraging third-party expertise tailored to portfolio companies and their value chains—resources otherwise not easily accessible.

	improve portfolio company gender or climate outcomes, and c. E&S activities.
TA Modality	<ul style="list-style-type: none"> How activities could be delivered. <i>This could include standardised projects (in the form of cohort-based activities to multiple companies) vs tailored one-off projects offered to individual companies.</i>
TA Instrument	<ul style="list-style-type: none"> Financial instruments the Facility may deploy. <i>This could include, but is not limited to:</i> <ul style="list-style-type: none"> Pure grants: <i>The TAF provides grants to a beneficiary for a TA project. There could also be a cost contribution from the fund and/or the beneficiary.</i> Shared services: <i>Whereby the Beneficiary (partly) pays for the shared services. There could also be a cost contribution from the fund and/or the beneficiary.</i> Revolving grants: <i>Grants which require (partial) repayment to the TAF. Repayment may be dependent on time (E.g. X months after project completion), on impact (e.g. if project enables X, then beneficiary repays Y), or on another agreed variable.</i> 0% loans: <i>Loans that are granted with a 0% interest rate, to be used by Beneficiaries for TA and to be fully repaid by the Beneficiary on agreed terms.</i>

Eligibility Criteria

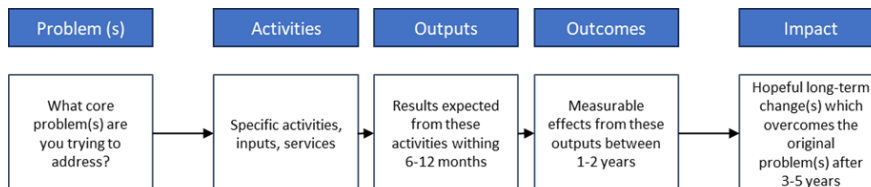
- Describe here the key criteria for **eligible and non-eligible uses** of the TAF and **TAF limits**.

Non-allowable activities or expenditures

- List whether certain funders have preferences and/or limitations to what they can support (eligibility criteria), as well as whether the Facility will have targets for certain TA categories.

TAF Impact and Monitoring, Evaluation, and Learning (MEL) Framework

Establish a Theory of Change for the Facility. A **Theory of Change (TOC)** is the logical sequence planned to achieve an intended social, environmental and/or economic impact. It makes an explicit connection between what your company or project will do and what the desired impact will be.



Commented [FM05]: Guidance notes for TAF Managers:

- List whether certain funders have **preferences and/or limitation** to what they can support (eligibility criteria), and whether the facility will have targets for certain TA categories.

A TAF is easiest to manage when **all funders agree** on the same list of allowable and non-allowable activities. Though in reality, this is not always possible. Funders and/or the facility itself may have limitations or targets on the above categories. Whilst **earmarking** is inevitable for funders with different strategic priorities, TAFs should understand these specificities at the onset. Funders may also be allowed to 'd

Commented [FM06]: Guidance notes for TAF Managers:

Cost-sharing

Cost-sharing is an arrangement where the costs of a project or activity are shared between multiple parties—typically the funder and the portfolio company. The purpose is to encourage ownership of TA projects. In general, a certain level of **in-cash** cost-share is expected by funders. The cost-

Commented [FM07R6]: Guidance notes for TAF Managers:

Some limits or conditions to consider establishing include:

- Maximum TA per portfolio company:** Set limits on percentage or amount of support.
- Maximum/Minimum TA per theme:** Often a cap for core business activities and a minimum for impact-enhancing activities.

Commented [FM08]: Guidance notes for TAF Managers:

Certain activities by the Fund Manager, TAF manager, or funders may not be permitted under the facility. **Examples** include:

- Regular fund management tasks (e.g., due diligence, financial reporting)
- CAPEX or OPEX support

Commented [FM09]: Guidance notes for TAF Managers:

TOCs are simple tools that translate a company's vision into an actionable, measurable plan, benchmarked by KPIs (see Facility Level TOC in the "Facility Cycle" section). Here are some important things to consider when drafting a ToC:

Commented [BD10R9]: Guidance notes for TAF Managers:

A TOC will have several key categories:

- Problem:** What is the problem(s) trying to be addressed, and for whom?
- Activities:** What are the key activities, services or inputs the project will do?
- Outputs:** What results do you expect to see from these activities?

Exceptions to the manual

- Describe here the escalation process for requesting exceptions to the manual from funders if necessary.

Structure of the TAF

Legal Entity

- Describe here the legal structure of the TAF. Include the kind of legal entity it is, who owns it and who has signatory powers for it. The legal entity is the same as the contracting party between the TAF and the funders.

Management

- Outline the stakeholders involved in managing the TAF.
- Outline their responsibilities, as well as their levels of effort (i.e. number of days in a month, or percentage of time that will be dedicated to the TAF). This is particularly important for TAF management members who may have dual roles (e.g. the Impact Officer may be both reporting on the fund's investments, as well as conducting MEL for the TAF).
- Guidance is added in italics within the table. Note that additional roles can be added, and certain roles can be removed depending on the context and scope of the TAF. Level of Effort is also dependent on the size and complexity of the TAF.

Role	Responsibilities	Level of Effort
TAF Manager	<p><i>Typically, a TAF Manager coordinates and oversees all TAF activities including:</i></p> <ul style="list-style-type: none"> <i>Identifying and developing projects</i> <i>Facilitating project approvals</i> <i>Supporting companies with procurement, contracting</i> <i>Monitoring projects</i> <i>Financial management and record keeping</i> <i>MEL and semi-annual reporting</i> <i>Coordination with all TAF stakeholders</i> 	<i>Often a dedicated (full-time) resource.</i>

Commented [BD11]: Guidance notes for TAF Managers:

A **results chain** can translate the TOC into a simple, measurable sequence showing how TA activities lead to meaningful change.

Structure

- Inputs:** Resources provided (funding, consultants, tools)
- Outputs:** Immediate deliverables (diagnostics, trainings, reports)
- Outcomes:** Short- to medium-term changes (improved systems, skills, practices)
- Impact:** Long-term change aligned with fund goals

Indicators & Targets

Each level should have clear, measurable indicators with realistic targets (e.g., "3 deliverables completed," "≥7 satisfaction score," "x companies supported").

Means of Verification (MoV)

Define how progress will be verified:

- Contracts, invoices
- Deliverables and project documentation
- Surveys, audits, reporting

Oftentimes, milestone-based disbursements for TAFs are linked to these results chains. Payments may be tied to verified milestones, typically at:

- Output level: deliverables submitted and approved
- Outcome level (where appropriate): adoption or improvements evidenced
- Impact indicators are monitored but generally not tied to disbursement.

Commented [FMO12]: Guidance notes for TAF Managers:

There may be rare instances where strict compliance to the TAF Manual is not feasible—such as when cost-share requirements cannot be met or when the manual lacks detail to support project approval.

In such cases, an escalation mechanism must be followed. Typically, this includes notifying all relevant funders and obtaining their explicit written approval for any proposed exception. The process for requesting exceptions should be clearly documented and consistently applied.

Commented [BD13]: Guidance notes for TAF Managers:

Depending on the local context and funder wishes, a separate legal entity may be set up.

TAF Support (e.g. TAF Officer)	<i>This resource generally supports the TAF Manager with all activities, primarily administrative.</i>	<i>Whilst some GPs may already have certain administrative functions within their funds to draw down upon (e.g. finance officers, legal officers); it can be beneficial to have a dedicated (half-time) resource to providing TAF support.</i>
Impact/MEL Officer	<p><i>An Impact/MEL Officer would typically collect TAF impact data via:</i></p> <ul style="list-style-type: none"> <i>Supporting companies to establish and measure project-level KPIs and MEL frameworks</i> <i>Aggregates TAF data for funder reporting</i> 	<i>Depending on the size and complexity of the TAF, this could either be a dedicated resource or a dual function of the TAF Manager/Officer, or, if available, the fund manager's own Impact Lead</i>
Investment Officers	<p><i>In certain TAFs, the Investment Officer may take the role of:</i></p> <ul style="list-style-type: none"> <i>Introducing the TA offerings to portfolio companies.</i> <i>Identifying and co-designing TA projects.</i> <i>Supporting/Introducing TA offerings and the TAF Manager to pipeline companies. Co-designs TA interventions together with the TAF Manager and respective portfolio companies.</i> 	<i>In some TAFs, Investment Officers may lead TA origination, with the TAF Manager or Officer providing a support function. Where this structure is preferred, it is important to ensure TA responsibilities are integrated into the Investment Officer's job description so they do not compete with other core investment functions such as fundraising or investment origination. Additionally, the Fund Manager should clarify whether administrative tasks related to the TAF—such as contracting, invoicing, and reporting—will be owned by the Investment Officer or assigned elsewhere.</i>
Senior Leadership Representative from the Fund Manager	<p><i>This representative would ideally provide strategic direction to the impact priorities of the TAF.</i></p> <p><i>Furthermore, the representative would act as an accountability function to all other TAF Management stakeholders.</i></p>	<p><i>Senior Leadership may wish to have a seat in the Project Approval Committee (See section below on "Governance").</i></p> <p><i>Alternatively, they could provide oversight through other means (e.g. regular meetings, reviewing semi-annual reporting).</i></p>

Governance

- Describe here the governance systems and policies that are in place to ensure oversight of the TAF. This will most often include a Project Approval Committee.

- Use this table to outline the Committee’s role, member composition, and meeting frequency. Guidance and examples are included in italics.

Role/Purpose	<i>The Project Approval Committee approves the TAF project proposals in line with the principles, processes and requirements laid out in the TAF Manual. The Project Approval Committee can also provide strategic direction on the TAF, such as via reflecting on semi-annual reporting, suggesting mitigation activities for any presented risks, as well as opining on new funders entering the TAF. In addition to a Project Approval Committee, a Steering Committee is a common mechanism to help coordinate stakeholders.</i>
Members	<p><i>The exact composition of the Project Approval Committee is subject to the wishes of the TAF Manager, the Fund and the respective funders, however members could include:</i></p> <ul style="list-style-type: none"> • <i>TAF Manager: Whilst the TAF Manager can chair and coordinate Project Approval Committees, it is not recommended that they have a voting seat as this can cause a conflict of interest if they are both overseeing the design of the TA application and the approval of it.</i> • <i>CIO or other Fund Management members: Involving senior management at the Fund Manager to have a regular seat in a Project Approval Committee can encourage cross-learnings with TA and investment strategy. As above, if this representative was involved in the design of a specific TA project being proposed at the Committee, it is recommended that they opt out of voting.</i> • <i>Funder representatives: It is suggested that each participating funder is offered one voting seat in the committee, though the funder may choose to decline this seat. Some funders may wish to delegate approval authority to the TAF Management after a certain period of time and/or under a specific threshold – thereby eventually opting out from voting in the committee.</i> • <i>External committee members: In some cases, the Fund Manager and/or the funders recommend that external committee members should be the preferred voters in a Project Approval Committee. These are often TA or Sector Experts who are delegated the voting rights within the committee; they can also have a role in provide strategic direction to the TAF. External committee members are predominantly onboarded in larger TAFs as they often incur member fees to be paid.</i> • <i>Non-voting observers: Some Fund Managers and/or funders may include non-voting members in a Project Approval Committee meeting to encourage knowledge exchange without inflating voting numbers</i>
Meeting Frequency	<i>It is recommended that Project Approval Committees meet to vote on TA applications at a regular basis, and at a minimum schedule two sessions a year to reflect on semi-annual reporting updates.</i>

Commented [FMO14]: [Guidance notes for TAF Managers:](#)

TAF Steering Committee is...

- *An optional committee for the TAF Management Team and GP members to review facility progress.*
- *Useful when there is no Project Approval Committee or when certain stakeholders are not part of the voting process.*

Project Progress Group is...

- *A group to monitor progress for individual TA projects.*
- **Suggested members:**
 - *TAF Manager*
 - *Fund’s deal lead*
 - *Key liaison from the portfolio company*
 - *Service provider implementing the project*

For more detail on the differences between a Steering Committee and Project Approval Committee, see DGGF’s BDS Management Guidance (p.13).

Describe any other forms of governance the Facility may have.

Financial Management

- Describe here the details of the financial management of the TAF. This should include details on the **bank account**, including its preferred currency and authorising responsibilities. It should also

Commented [BD15]: [Guidance notes for TAF Managers:](#)

Funders can sometimes recommend a separate bank account be used for a TAF, as this allows transparency of funds, as well as ease of audit.

include details on whether the account is dedicated solely to the TAF or shared with other parts of fund management.

- Describe here the audit arrangements. This may be annual, bi-annual, or end-of-life, depending on the wishes of the TAF manager and the funders.
- Describe here the tax situation. Outline how and where tax is applied and settled.

Facility Budget

- Add a table outlining the overarching budget categories of the TAF. This could include whether the TAF will be incurring an Overhead Fee, the TA project categories, as well as any additional costs such as communications, Facility evaluation, audit and travel expenses.
- Include an agreed approach to reporting on the budget during semi-annual and annual reporting.
- See Excel attachment for examples of TAF budget templates, as well as ongoing budget management and reporting templates.

Funder Specificities and Disbursement Schedule

- Describe here the funders of the TAF, their contributions, their terms and any specificities.

Funder	Contribution	Duration of support	Drawdown Mechanism	Specificities
[name]	[currency][amount] [Percentage of overall TAF]	[month]/[yr] – [month]/[yr]	e.g. annual payments, per-project contribution	<ul style="list-style-type: none"> • e.g. excluded activities • e.g. minimum cost-share requirements

- Describe here the disbursement schedule of the Facility.

New Funders

- Describe here the process for accepting new funders to the TAF. This may include the process for adjusting any of the TAF Manual sections to accommodate new funder requirements, the (re-) allocation of contributions from funders, the form and moment of approval from existing funders.

Commented [BD16]: Guidance notes for TAF Managers:

A results-based disbursement schedule, though typically less common, may be used. This type of disbursement schedule links the release of funds to the achievement and verification of specific milestones or outcomes.

Milestone / Result	Disbursement Amount	Verific Met
[name of milestone or result]	[currency][amount]	e.g. exte audit, in report, t party va

Commented [FMO17]: Guidance notes for TAF Managers:

Funders may align on a single schedule for disbursements, but multiple schedules might be needed. Common types include:

- **(Bi)-Annual:** Funding calculated every 6 or 12 months; requests made accordingly.
- **Expenditure-Based:** Requests triggered when a set percentage of previous funding is spent (e.g., tranches).
- **Project-Based:** Contributions provided upon approval of individual projects.
- **Milestone-Based:** Payments tied to achieving specific milestones (e.g., number of approved project applications).

Commented [FMO18R17]: Guidance notes for TAF Managers:

Cost-share and budgeting:

Factor in cost-sharing expectations (see "Facility Budget" section) when budgeting. This reflects the true size of the facility, as additional funding from portfolio companies is mobilized.

TAF Processes

The TAF operates through two interconnected process cycles:

Project Cycle – This relates to the identification, development, approval, and implementation of individual TA projects with specific beneficiaries.

- Sourcing
- Project Development
- Approvals
- Procurement
- Contracting
- Payments
- Monitoring, Evaluation and Reporting.

Facility Cycle – This covers the broader management of the TAF, including annual planning, budgeting, monitoring, and reporting to funders.

- Business Planning
- Monitoring and Learning
- Governance and Oversight
- Mid-Term Review
- Closure

The Project Cycle

Sourcing

Describe how the projects are identified and prioritised. |

Project Development

Describe within this section how selected TA projects are developed into full applications.

Approvals

Describe here the approval process for TAF projects. Indicate whether a single or multi-step process is used, how and when approvals take place, who is involved, and how decisions (including conditions or rejections) are documented.

Procurement

Describe here the procurement process that all projects financed by the TAF must adhere to. Use the table below to define your Facility’s procurement thresholds and corresponding methods. Thresholds should be based on total contract value and aligned with funder requirements.

Contract Value	Procurement Method
[Insert threshold range]	[Describe method – e.g., direct procurement]
[Insert threshold range]	[Describe method – e.g., competitive tender]
[Insert threshold range]	[Describe method – e.g., public or open procurement process required]

Contracting

Describe here the contracting process for TAF projects, including any required documentation, templates, and the types of contracting arrangements your Facility may use.

Commented [FMO19]: Guidance notes for TAF Managers:

Tips on sourcing TA projects:

- **Entry Points:** Sourcing can occur through the investment process, direct engagement with portfolio companies, or structured outreach (e.g., calls for proposals).
- **Leverage Investment Process:** During due diligence or onboarding, investment managers can introduce the TAF to companies, enabling early TA discussions and idea generation.
- **Capture Interest Easily:** Use short interest forms during thematic calls or programs to help companies signal TA needs and build a structured pipeline.

Commented [FMO20]: Guidance notes for TAF Managers:

Tips on developing TA projects:

- **Define Scope and Budget:** Work with the company to co-define the project scope and budget, ensuring alignment.

Commented [FMO21]: Guidance notes for TAF Managers:

Typical Steps of the project approval process are as follows:

1. Review application
2. Committee approval

Commented [FMO22R21]: Guidance notes for TAF Managers:

Tailor the specificities of the project approval structure to your facility needs. For instance, TAF Managers may decide

Commented [FMO23R21]: Guidance notes for TAF Managers:

Clarify decision-making rules:

- Indicate whether your committee operates by majority or unanimous vote.

Commented [FMO24R21]: Guidance notes for TAF Managers:

Standardize Documentation:

- Use the **Project Application Form**.

Commented [FMO25]: Guidance notes for TAF Managers:

Ensure all service provider engagements are **transparent, competitive, and proportionate** to the project’s size and complexity. The process typically includes:

Commented [FMO26R25]: Guidance notes for TAF Managers:

Procurement Approach by Project Value

Commented [FMO27]: Guidance notes for TAF Managers:

TAF projects can adopt different contracting models based on project setup, payment arrangements, and party

Payments

Describe here the payment processes and responsibilities for the TAF projects.

Monitoring, Evaluation & Reporting

Describe here the monitoring, evaluation and reporting processes of the TAF on individual projects, including the role of the TAF manager and/or investment officer, the frequency of reporting, KPIs used and any reporting or evaluation templates applied.

The Facility Cycle

Fill out a summary on highlights of the Facility cycle in the table below and add additional notes on each component within the cycle thereafter. Adjust the table as required to reflect your own Facility cycle.

Component	Purpose	Frequency / timing	Lead	Output
Business planning	<ul style="list-style-type: none"> Define or revisit strategic themes or delivery focus. Set goals, priorities and plan pipeline. Allocate annual budgets and forecast spend 	[Set frequency e.g. annually]	[Indicate lead e.g. TAF manager]	[Define output e.g. approved progress report]
Monitoring & learning	<ul style="list-style-type: none"> Track indicators, share insights and adapt based on performance 	[Set frequency e.g. bi-annually]	[Indicate lead e.g. TAF manager]	[Define output e.g. approved progress report]
Governance and oversight	<ul style="list-style-type: none"> Share with funders and other stakeholders on activities, performance and budget Seek input on strategic direction 	[Set frequency e.g. bi-annually]	[Indicate lead e.g. TAF manager]	[Define output e.g. approved progress report]
Mid-term review	<ul style="list-style-type: none"> Take sToCk of progress, adjust focus areas, and course correct Review budget and adapt forecasts based on spend 	[Set frequency e.g. once – after 2-3 years]	[Indicate lead e.g. TAF manager]	[Define output e.g. strategic review]
Audit	<ul style="list-style-type: none"> Financial Audit of transaction inflows to and outflows from the Facility 	[Set frequency e.g. every 1-2 years]	[Indicate lead e.g. TAF manager]	[Define output e.g. approved audit report]
Closure	<ul style="list-style-type: none"> Wind down the Facility 	Once – final year	[Indicate lead e.g. TAF and	[Define output e.g. audit]

Commented [FMO28]: Guidance notes for TAF Managers:

Tips for the Disbursement Schedule:

- Agree on a schedule in the contract, tailored to the project type.
- Refer to “Funder Specificities and Disbursement Schedule” section for examples of different disbursement models.

Commented [FMO29R28]: Guidance notes for TAF Managers:

Tips for tracking finances:

Make sure you have an overview of the different **financial flows and dependencies** which occur under the TAF structure. Depending on the project and instrument, flows may include:

- TAF → Beneficiary
 - TAF → Service Provider
 - Service Provider → TAF (for revolving instruments)
- The following are documents which are important to keep track of for audit purposes and record-keeping:
- Invoices and proof of payment
 - Proof of portfolio company contribution
 - Brief progress notes
 - Proof of deliverables
 - Proof of due diligence (e.g., procurement and service provider selection)

For repayable TA or recoverable structures, ensure a **transparent, documented process** for managing financial flows back into the TAF.

Tip: Maintain a central payment tracker with:

- Disbursement dates
- Responsible parties
- Links to contracts and deliverables

Commented [FMO30]: Guidance notes for TAF Managers:

- **Use milestone-based reporting.** Tie progress updates to payment milestones. This helps ensure delivery is linked to oversight. Refer to the “Funder Specificities and Disbursement Schedule” section for more information on monitoring and evaluation.
- **Standardise deliverable tracking.** Use a simple tracker or dashboard to monitor key implementation data across all projects (e.g., stage, provider, status, next steps).
- **Start the evaluation early.** Build the evaluation into your project plan before closeout. Ask companies and providers to reflect on outcomes as part of final deliverables.
- **Capture learning.** Even simple reflections on what worked (or didn't) are valuable for improving future TA design and management.
- **Coordinate with impact or ESG teams.** If your facility tracks thematic or developmental outcomes, align with colleagues who manage impact frameworks to integrate TA data.

			finance manager]	
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Business planning

Provide additional details on the **Business Planning phase** within this section.

Monitoring and Learning

Provide additional details on the Monitoring and Learning phase within this section.

Governance and oversight

Use this section to provide additional details on the **Governance and Oversight phase**.

Mid-term review

Use this section to outline how the **mid-term review** of your TAF will be structured, executed, and followed up.

Closure

Within this section, please describe the following:

- Outline when the closure process will start and who is responsible for managing it. Identify key stakeholders who need to be involved (e.g., funders, auditors, governance committees).
- Describe how the Facility’s achievements, lessons learned, and final outputs will be documented.
- Explain how financial reconciliation will be handled, including audits and the treatment of any unspent funds
-
- If there are any obligations that extend beyond the closure date (e.g., final evaluations, repayments from revolving grants, or contracts still in implementation), describe how these will be tracked and who will remain responsible.

Commented [FMO31]: Guidance notes for TAF Managers:

- *The business planning phase provides an opportunity to align the facility’s strategy, budget, and pipeline for the year ahead. Planning is typically done using the **Progress Report Template** (annexed), which helps capture ongoing activities, future opportunities, and anticipated funding needs.*
- *Note that progress reports tend to be more abbreviated mid-year, and while regular reporting generally happens at the end of the year.*
- *Link pipeline to TAF manual. Make sure your planned interventions are in line with the manual.*
- *Use the planning phase to identify bottlenecks. Reviewing the facility progress and pipeline can help you flag resource gaps and delays.*
- *Coordinate with investment and ESG teams. Align your planning with portfolio needs, expected investment timelines, and ongoing ESG or impact priorities.*

Commented [FMO32]: Guidance notes for TAF Managers:

- Oversight mechanisms generally contain a combination of:*
- *Structured reporting (progress, disbursements, pipeline development) using templates such as the **Progress Report**.*
 - *Periodic committee meetings and ongoing engagement with funders or oversight bodies (see “Governance” section).*
 - *Oral updates with funders or internal stakeholders.*
 - *Financial audits.*

Commented [FMO33]: Guidance notes for TAF Managers:

- *Plan early and clearly. Define timing, leadership, and resources for the review from the start of the facility.*
- *Use diverse data sources. Combine quantitative data (KPIs, financials) with qualitative inputs (interviews, surveys) to gain a complete picture.*
- *Focus on improvement. Position the review as a learning exercise that helps the facility adapt and perform better.*

Commented [FMO34R33]: Guidance notes for TAF Managers:

- *Use the table below to check what components to consider:*

Commented [FMO35]: Guidance notes for TAF Managers:

- *The closure phase ensures the TAF wraps up operations in a structured and accountable way. It includes **final reporting, financial reconciliation, knowledge capture, and stakeholder communication**.*
- *Planning for closure should begin well in advance—ideally 6 to 12 months before the facility end date. The output should be a **TAF Final Report**.*
 - *Use closure as an opportunity to reflect, document key learnings, and strengthen future TAF design.*

Templates

1. Facility Budget Template (See Excel Attachment)
2. [Project Application](#)
3. Project Budget Template (See Excel Attachment)
4. [Project Completion Report](#)
5. [TAF Progress Report](#)
6. [TAF Final Report](#)

TAF PROJECT APPLICATION

PROJECT TITLE / COMPANY

Commented [FMO36]: Guidance notes for TAF Managers:

- The **Project Application** form is a document prepared by both the TAF Manager and involved portfolio company(-ies) outlining the proposed TA project.
- The **Project Budget Template** (see attachment) should also be annexed to this form.
- For more tips on how to approach this process, see the "Project Development" section.

Overview – to be filled by Portfolio Company	
1.1 Project name	
1.2 Company(-ies)	Lead Company: Name, title Other teams/partners involved: Name, title
1.3 Duration	Total months: Start date: _____ End date: _____
1.4 Budget requested	\$ total project budget: \$ and % requested from TAF (split per funder): \$ and % company cost-share: \$ and % total budget including other sources:
1.5 Brief company description (Include client name, country of operations, service/products of the company, establishment date, financial position informed by profit, cashflow and revenues, # of Staff) (max 100 words)	
1.6 Brief project description (include project objective) (max 100 words)	
1.7 TAF component addressed	<input type="checkbox"/> Component 1 <input type="checkbox"/> Component 2 <input type="checkbox"/> Component 3
1.8 TAF manager Recommendation (max 100 words)	Recommended/Conditional Rationale to be filled by TAF Manager, highlighting the most relevant TAF Principles, alignment with fund strategy, and support from relevant Investment Officer

Please complete the relevant eligibility criteria checklist

Criteria (e.g. Country, beneficiary, portfolio company limits etc.)	Compliant with (Y/N)	Description (which Criteria does this comply with)
E.g. TA funding for a portfolio company shall not exceed 20% of the overall project TAF size and shall not exceed 50% of the invested amount in the company.	Y	Project funding for the portfolio company to date including this project is \$50k which is 5% of \$1 million. The funding to date is 1% of the total investment in the company which is \$5 million.

The Challenge

Which problem(s) will be addressed through your project? How did you validate the problem? Why is external TA support required? Include data and references to reliable sources to document the issue. (<200 words).

The Solution

SOLUTION: Briefly describe how the proposed project / solution will address the challenge. (<100 words)

Target Users / Beneficiaries: Who are the primary users and who is the primary group that the project is seeking to impact (e.g. who benefits)? What is the possible reach of this project? Only select applicable beneficiaries in the table below. (<100 words)

Type	Description (to what extent are these target groups)	Number
Employees		
Suppliers		
Distributors		
Customers		
The company		
Other: _____		

Activities and Deliverables: Use bullet points to outline each key activity and describe any sub-activities and/or services required from a supplier, along with intended timelines and expected deliverables. (500 words).

Include quality, quantity and time estimates of key activities (e.g. 5 trainings provided by Dec 2023; 3 field visits undertaken by March 2023) as well as any baseline figures where they exist.

Impact Logic: Outline the impact logic i.e. how the project will achieve outcomes and impacts through a narrative Theory of Change (ToC) and a Results Chain Framework

Narrative ToC: IF we do activities, THEN it will produce ...outputs, LEADING TO outcomes, THEREBY contributing to impacts

Results Chain Framework:

Level	Objectives	Indicators	Target	Means of Verification
Input	What is the input for the project i.e. capital or other resources	Specify which KPIs will you look at?	Specify a target.	Specify a means of verification i.e. contract, reporting, etc.

Output	What would be the immediate output of the result of the input? This is often related to the key objectives of the project.			
Outcome	What would be the overall outcome? This is often related to the overall objective of the project			
Impact	What is the overall impact beyond the project itself?			

How does the project's results chain relate to the TAF's theory of change?

Assumptions: How will the outputs lead to the outcomes listed? What kind of behaviours, attitudes, social norms, practices or contextual factors will need to change? What additional assumptions are you making? (<100 words)

Identify whether stakeholders have the capabilities, opportunities and motivation to change behaviour?

Sustainability: What are the planned next steps if the project is successful? For e.g. plans to scale/launch/build on the project? How will you ensure that results of the project endure beyond the life of the project? If applicable, how will the project be paid for after the end of the grant-funded period? (<200 words)

Additionality: Why should TAF fund the project? What would happen if TAF didn't fund the project? (<50 words)

Funding Sources: Which other funding sources have been sought so far? Why can't the company pay for this project from its operating budget or from using investment capital? (<50 words)

Total Funding Request: What resources (financial, e.g. cost-share and in-kind, e.g. team resources) is the company contributing to this project? (<50 words)

Budget: Please include a detailed breakdown in this document, with clear cost lines, use of funds and assumptions.

Service Provider, Procurement, and Value for Money

Overview of the service provider selection process / selection in brief. Indicate if the selection adheres to FMO's procurement policy or that of a funder, e.g. EC, UK. Also include a brief on the grant criteria. If not compliant, an explanation as to why, and what the value for money considerations are, for example, formation of a partnership.

Contractor	
What type of contractor can carry out the assignment? (size of the enterprise, whether, large, SME or start up)	

What are the minimum requirements for the possible contractors? (certification, size, revenue)	
Which possible contractors will be invited to submit their offer?	
Contractor	Motivation (Explain your preference)
E.g. Accenture, E&Y, Deloitte	

Who within the portfolio company staff be responsible for procurement, service provider selection and oversight of the project?

Name	Title	Responsibility

Risk Mitigation Table

Risks identified	Likelihood (High/Low/Medium)	Impact (High/Low/Medium)	Mitigation
Add project specific risks as needed. See more in the nine types of impact risk here			
Does the project have senior management buy-in and sufficient partner buy-in?			
Is the applicant confident about meeting the proposed timeline?			
Does the project rely on external factors that might be disrupted?			
Is the project at risk if additional funding is not raised?			
Is there sufficient bandwidth for the teams to partake in MEL?			

Monitoring, Evaluation and Learning Planning

MEL Plan: How will KPI data be collected and feedback loops established to enable adaptive management? Who will have ownership of the MEL? Have you ensured the team(s) involved in implementation have factored in time for MEL tasks? (<100 words)

E.g. including planning and setting up MEL, filling in project reports and ongoing monitoring of key metrics for the project.

Evaluations: Will this project include any evaluations e.g. a baseline, an impact assessment or an external or internal review? If not, why not? (<100 words)

Consider the impact it could have for the market via learnings, demonstrating effect or proof of concept? Or is the project complex/unusual/innovative/highly impactful/working with vulnerable groups, and therefore could lend itself well to further assessment?

Learning: List in the form of learning questions, what sort of learning will be obtained from the project and for which stakeholder? Consider learning needs and information gaps of the company/implementing team, TAF, TAF partners and broader market. Will any learning products be delivered (e.g. reports, blogs, workshops)? (<150 words)

Learning questions are a great way to create tangible, intentional learning objectives for a project and are helpful to orient any learning systems that can be setup; Examples: How can we best use trainings to deliver effective capacity building to our portfolio companies? OR How can different funding models help tackle financial access barriers for green technology providers in Benin?

Commented [BD37]: [Guidance notes for TAF Managers:](#)

- The project-level MEL plan should ideally align with the facility-level ToC or KPIs, then project-level KPIs should be added when necessary.
- If connecting with the facility-level ToC is infeasible or difficult, only then should the TAF Manager and portfolio company create a new project-level MEL Plan.

Commented [FMO38]: Guidance notes for TAF Managers:

The **Project Completion Report** is a document drafted by the TAF Manager and Portfolio Company and submitted to relevant funders once the TA project has finished.

- Evaluation forms are included as attachments/annexes to this report.

- The first evaluation form, "**Role of the TAF**" should be filled out by the Portfolio Company. This form assesses the collaboration with the TAF Committee.

- The second evaluation form, "**Service Provider**" should be filled out by the Portfolio Company. This form assesses the work and quality of the selected service provider carrying out the TA activities.

PROJECT COMPLETION REPORT

Executive summary

Please use the following document to provide a closing summary of the project and its outcomes achieved to date. Include in an annex (or a separate shared file server) all ToRs, Service provider Proposals, documentation as to the selection process and due diligence procedure (e.g. google and blacklist checks), deliverables and evidence of payment (including evidence that portfolio company contribution has been made).

Project details

Report date	
Project name	
TA Component	
Project start & completion date	
Project description summary	
Service provider	
Total budget (including cost-share per funder, and company)	
Total spend at completion	

Impact of the project

Please provide a narrative summary of the project’s activities, key deliverables, achievements and challenges (please annex any key deliverable or add them to a shared folder) Please complete the table below providing an overview of project delivery against the Results Chain Framework

Results to date	Target	Progress to date	Evidence of verification	Comments
Input				
Output				
Outcome				
Impact				

Who was the target group this project sought to impact? [Please tick most relevant group(s)]	<input type="checkbox"/> Employees	<input type="checkbox"/> Customers
	<input type="checkbox"/> Suppliers	<input type="checkbox"/> The company
	<input type="checkbox"/> Distributors	<input type="checkbox"/> Other: _____
Please provide evidence on the extent to which the target group was reached through the project.	For example, if the project focused on training employees, how many employees were trained? How did the training affect their work or their professional opportunities? If the project focused on customers, how many customers were reached and how were they affected?	

	If the project focused on the company generally, what evidence is there that the recommendations of the project were taken up by the company? How will these recommendations deepen the impact of the company?
Other evidence of impact	Please record any evidence of indirect or other impact that the project created. For example, a project focused on employee opportunities may result in changes for their households. [If not applicable, write N/A]

Review of implementation

Issues that require ongoing monitoring	[Please note here any items/issues that need ongoing monitoring to ensure sustainability and achievement of project outcomes and how you will achieve this]
Assessment of service provider performance	[Please provide commentary on how well the service provider delivered and whether or not you would recommend others use them for similar projects (and if not why)]
Lessons learned	[Please describe what went well on the project, what did not go so well and what recommendations you (and the company) would have for similar project in future - this could cover the application process, procurement, choice of service provider, length and timing of project, structure of project, payment mechanism, budget or other aspects of the project]

Feedback for the fund TAF

Please provide specific feedback on the TAF's processes, procedures and support. Please feel free to provide proposed changes to our processes and procedures.

NOTE: As agreed through your application and contracting process, you may be required to participate in an outcomes survey which will be conducted a year from now. Please provide the following details to facilitate this:

Name of person to be contacted	
Position of person	
Email address	
Telephone number	

Attachments

Annex 1: Evaluation form Role of TAF - to be filled in by the company

EVALUATION FORM ROLE OF TAF

Portfolio Company	FILL IN PORTFOLIO COMPANY NAME AT TIME OF CONTRACTING
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Did the TAF execute its role as expected? Please explain why.

What did you value most?

What did you value to a lesser degree about the work of the TAF?

Please rate the value of this project, scale of 1-5:
(1) poor, (2) fair, (3) good, (4) very good and (5) excellent.

How successful was this project, please rate on a scale of 1-5:
(1) not successful, (2) somewhat successful, (4) quite successful, (5) very successful (6) extremely successful

Overall rating (average of the items 4 and 5):

Commented [FMO39]: [Guidance notes for TAF Managers:](#)
Some LPs have digital evaluation forms. For more information, please reach out to your LP.

Commented [BD40R39]: [Guidance notes for TAF Managers:](#)
This guidance note below has been prepared by FMO to support TAF managers to set up a method for feedback data in a structured manner via digital evaluation forms. Whilst templates and suggestions are given, TAF Managers are encouraged to adapt this template to suit their own context, objectives and requirements, e.g. from other funders. See below for the following steps on how to make use of a digital evaluation form template:

Step 1 -- How to duplicate the evaluation form:

- Please make sure you are logged into your Microsoft Account and have access to the Forms App
- Please click on this link: https://forms.office.com/Pages/ShareFormPage.aspx?id=GRzZtncNA06d_yqZSVp1iRgXZqoUaExLoaLLZXm1t1NU3SEIETFQzQIFRMOYwMTM1WlQ3VTRKWC4u&sharetoKen=5qp0GX2dBd0DlRrhpnhk
- Select "Duplicate this form to use as your own" (as shown below in the screenshot):

Annex 2: Evaluation form - service provider

Project number	
Portfolio Company	
Service providers/trainers to be evaluated	
E-mail addresses of service providers or trainers	

Please complete this form for each service provider. If several service providers from the same firm were involved, you may perform an overall evaluation of the firm. Please qualify the criteria below:

Criteria	Rating				
	Poor (1)	Fair (2)	Good (3)	Very good (4)	Excellent (5)
1. Practical knowledge and skills:					
2. Report(s) presented was (were):					
3. Reaching objectives set in the Terms of Reference:					
4. Relevant experience in the region:					
5. Deliverables within the agreed time:					
Overall rating (1-5)					

Would you recommend the service provider(s) for other projects?

PROGRESS REPORT ON TECHNICAL ASSISTANCE (TA) INTERVENTIONS FUNDED BY THE TAF

H1/H2 20XX

Executive summary

- Summary of key TA updates this reporting period:
 - New funders (if any).
 - Changes in TA management/procedures.
 - Project Updates: Highlights on new, ongoing and closed projects.
 - TAF highlights: key successes, challenges, lessons learned and strategic realization of the Facility’s objectives as per the Theory of Change.

TAF Update

- Summary of TA funding available.

Component-level

Components	Number of projects	Allocated budget	Committed budget	Total disbursed	Funds available	Upcoming disbursements
Component 1		[amount]	[amount]	[amount]	[amount]	
Component 2		[amount]	[amount]	[amount]	[amount]	
Component 3		[amount]	[amount]	[amount]	[amount]	
...		[amount]	[amount]	[amount]	[amount]	
Overheads		[amount]	[amount]	[amount]	[amount]	
Total		[amount]	[amount]	[amount]	[amount]	

Funder-level

Resources	Allocated budget	Committed budget	Total disbursed	Funds available	Upcoming disbursement during the reporting period
FUNDER A	[amount]	[amount]	[amount]	[amount]	
FUNDER B	[amount]	[amount]	[amount]	[amount]	
FUNDER C	[amount]	[amount]	[amount]	[amount]	
...	[amount]	[amount]	[amount]	[amount]	
Total	[amount]	[amount]	[amount]	[amount]	

Update on results chain

Results to date	Target	Progress to date	Comments
Input			
Output			
Outcome			

Commented [FMO41]: Guidance notes for TAF Managers:

- The **TAF Progress Report** is a document prepared by TAF Managers to update funders on the overall progress of the facility.
- The report may be a condition or agreed milestone for a disbursement. The frequency of reporting can be discussed with funders, though progress reports are usually submitted on a bi-annual or quarterly basis (see “Business Planning” and “Monitoring and Learning” sections).
 - A common approach is to have an abbreviated report mid-year, and a more in-depth report at the end of the year.

Impact			
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Project overview

Please complete table below listing projects covered in this period's report.

Status	Company	Project name	Total Budget	Total and disbursed
New				
Ongoing				
Completed this reporting period				
Complete prior to this reporting period				
Annulled this reporting period				

Pipeline and forecast

Pipeline of new and upcoming projects.

Company project description	Potential project budget	Estimated total component	Estimated TAF contribution	Estimated Company Contribution	Estimated timing	Comments

Project updates

Please complete a table for each TA intervention using the templates included in tables below (or in the Excel book that accompanies this template and then paste these into this report). Please organize them into sections for New/Ongoing, Completed or Postponed/Annulled as per the headings below. If there are no projects in any of these sections in a particular quarter, please delete that heading/section.

Ongoing projects

For new standard projects please append the application form (in the format in Annex 2: "Project Application template") and scope of work for the project as appendices to this report. For ongoing projects please add any major reports as appendices to this report.

Company	
Project Name	
Project Description	
Date of project approval	
Start and expected end dates of the TA intervention	

Budget	Total Budget: Total TAF contribution (\$ & %) Contribution per funder: Total Company Contribution (\$ & %)
Spend to date	
Service Provider	

Qualitative project updates

Results to date	Target	Progress to date	Comments
Input			
Output			
Outcome			
Impact			

Risks identified	Risk mitigation strategy

Projects completed this period

For projects completed during this period, please add a project completion report in the format in the Project Completion Report template and any final reports from the project as appendices to this report (or load them onto a shared file server) – all reports will be treated as confidential.

Projects annulled

Company	Project name	Project Description	Reason for annulment

Reflections and learning

Please also add sections here on the following:

Highlights regarding use of TA in the reporting

Challenges with TA in the past year including and/or any deviations from expected plans
Strategy for the upcoming year

Lessons learned on TA this year

Please provide some qualitative commentary on performance against outcome indicators agreed at the time of each TA project approval. Have projects delivered the outcomes you expected/wanted to see? If not, why not?

Feedback

Kindly provide detailed feedback regarding DFI processes, procedures, and the support provided. While we will be conducting surveys to collect direct feedback, this section is intended for any specific observations or suggested improvements that may not be addressed in the forthcoming surveys.

FINAL REPORT ON TECHNICAL ASSISTANCE (TA) INTERVENTIONS FUNDED BY THE TAF 20XX

Executive summary

Summary of key TA developments for the fund (new investments, exits etc.) and entire TAF including key successes, challenges, lessons learned and strategic realization of the Facility's objectives as per the theory of change.

TAF update

Summary of TA funding available.

Component-level

Components	Number of projects	Allocated budget	Committed budget	Total disbursed	Funds remaining (if any)
Component 1		[amount]	[amount]	[amount]	[amount]
Component 2		[amount]	[amount]	[amount]	[amount]
Component 3		[amount]	[amount]	[amount]	[amount]
...		[amount]	[amount]	[amount]	[amount]
Overheads		[amount]	[amount]	[amount]	[amount]
Total		[amount]	[amount]	[amount]	[amount]

Funder-level

Resources	Allocated budget	Committed budget	Total disbursed	Funds remaining
FUNDER A	[amount]	[amount]	[amount]	[amount]
FUNDER B	[amount]	[amount]	[amount]	[amount]
FUNDER C	[amount]	[amount]	[amount]	[amount]
...	[amount]	[amount]	[amount]	[amount]
Total	[amount]	[amount]	[amount]	[amount]

TAF financial closure

Please include a summary of audit report and any next steps on financial closure if any.

Update on results chain

Results to date	Target	Progress to date	Comments
Input			
Output			
Outcome			
Impact			

Project overview

Please complete table below listing projects conducted under this TAF. Attach closing reports for each in the annex (or within a shared folder).

Commented [FMO42]: Guidance notes for TAF Managers:

- The **TAF Final Report** is a document prepared by TAF Managers to update funders on the **close-out** of the facility. The main focus of the report is assessing whether the TAF has achieved its intended goals, lessons learned and reflections, and learnings for the future.
- The report may be a condition or agreed milestone for the final disbursement from funders (see "Closure" section).

Company	Project Name	Component	Total Budget (include contribution per funder, and company)	Total and disbursed	Key results achieved

Projects annulled

Company	Project name	Project Description	Reason for annulment

Reflections and learning

Highlights regarding use of TA over the lifetime of the Facility

Have projects delivered the outcomes you expected/wanted to see? If not, why not?

What have been the major obstacles and deviations arising during the Project's realization?

Lessons learned on TA over the lifetime of the Facility, i.e. that will be beneficial when setting up a similar Facility (incl. risks, opportunities and success factors)?

Are there any specific aspects that should be looked at differently when designing or delivering TA interventions for portfolio companies?

What can be done to make future TA activities sustainable and funder independent in the long-term?

Feedback

Please provide specific feedback on funder processes, procedures and support. We will also conduct surveys to gather feedback directly, so this is really a space for specific comments and proposed changes that are not covered in our surveys.